

CONNEXUS

A Magazine for Alberta Government Managers

Final 1999 Edition

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Find Connexus on the Personnel Administration Office Web site under Management Information

www.gov.ab.ca/pao

Shared Services...

Back to the Future

"Twenty per cent of Fortune 500 companies use shared services... this is not uncharted territory," stated deputy minister Eric McGhan.

He couldn't have hit the nail on the head any harder even if he had tried.

Through McGhan's message to government executive committee members, bolstered by the words of Dr. Steve West and senior deputy Julian Nowicki, the notion of Alberta's shared services initiative was finally put into proper perspective. It's the way the world is going, it won't lead to thousands of job losses, it isn't a radical idea, and it's as sure as sure gets not the newest thing since Alexander Graham Bell thought people might like to talk on the phone or Henry Ford cornered the car market.

There are countless success stories of sharing to serve better, sharing to survive. From the public to the private sector, it's an idea that's been around long before talk of entering the 21st century began crossing everyone's lips.

At the October 27, 1999, executive committee briefing, secretariat chair Steve West elaborated on why Alberta is moving to the shared services concept.

"We want to break down the silos between ministries and the principles of ownership," said

West. "We must look to minimize duplication of services. This is not revolutionary. When we ask the public, they say, 'Why didn't you do this before?' This is being done for the right reasons."

And Alberta is not alone in its pursuit of better ways of doing things. British Columbia and Ontario are actively pursuing shared services. So are Edmonton, Toronto and a myriad of companies worldwide. It's an impressive list: Bank of America, British Airways, IBM, General Motors, Royal Bank of Canada, Goodyear, Shell, and Dun & Bradstreet Corporation to name just a few.

"It took Ontario three years," says McGhan. "The tough decisions have been made. We've established basic benchmarks of what we want to accomplish and how we're going to get it done. Now we're into the mechanics. We need to establish standards. We need to establish current costs.

"How do we get 18 shared service agreements? There's a host of ways. Budgets will stay with departments. There will be negotiations. There will be standards with some parameters.

Continued on page 2

CEO Aboard

Dave Rehill began his new duties as Chief Executive Officer of the Alberta Corporate Service Centre (ACSC) on December 1.

"My first priority was to make sure the ACSC plan was on schedule for our April operational target date," Rehill told Connexus. "Thanks to a lot of effort by a lot of people, everything is on course. I'm looking forward to working closely with senior officials and managers as we continue to make progress in reaching our goal."

Rehill has 30 years of Alberta public service experience within four ministries. Prior to his appointment, he was the Chief Information Officer and Executive Director of Information Technology for Alberta Community Development.

KEY DATES

- December to March—transition plans and ACSC business plans developed
- April—Alberta Corporate Service Centre becomes operational
- May—review of boards, agencies and commissions completed

CONNEXUS

is published by the Personnel Administration Office. Its purpose is to keep managers in the Alberta public service informed about current policies, goals and programs. It serves to provide managers with information to assist in their individual development and that of the Alberta public service.

The views expressed in **CONNEXUS** are those of the contributors and do not necessarily represent the views of the Personnel Administration Office, nor does publishing them imply endorsement. The editorial policy for this magazine is set out in a document approved by the Public Service Commissioner. A copy can be obtained from the Editor.

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Shared Services... *continued*

It's basic. It's the same as dealing with the private sector."

The benefits promise to be substantial with significant savings from the estimated \$266 million currently spent in the areas of human resource, finance and administration, and information technology. Savings—estimated at 20% or \$53 million over three years—would come from reducing operating costs and human resources. The money would be used elsewhere in providing improved programs and services for Albertans.

It's expected that most of the 20% savings will be achieved through reducing duplication and overlap of the functional services provided by ministries, rather than the employees themselves. For example, a more coordinated approach to purchasing information technol-

ogy equipment would result in savings due to economy of scale.

Even if you assume that the new initiative is going to result in fewer government positions, the actual number of people affected would be less than 100 per year over three years. Normal attrition will make this even less through the vacancies it creates. Affected staff will receive the support they need to retrain for new duties, move to vacant positions across government, or move to outsourced service providers.

"We are committed to restructuring to better serve Albertans," Nowicki stresses. "This is an ongoing process with changes being constant. There's a lot of work to do as managers. I'm confident we can pull it off. It's the only way to go."

Implementing a shared service model is no easy task. Typically, throughout any such process, questions abound. In fact those who have successfully pursued shared services learned quickly that it is not uncommon to often have more questions than answers. With that lesson in history—back to the future—it's doubly important that senior officials and managers continue to work with staff over the next few months to ensure they are up-to-date every step of the way.

For the latest developments on the Alberta Corporate Service Centre (ACSC), bookmark the following Web site address:
<http://www.gov.ab.ca/internal/acsc> ■

Shared Success

In the mid-'80s, half a dozen independent Canadian television stations were faced with a monumental problem. They were licensed federally to operate their stations and serve their audiences under the terms of their promises of performance. The difficulty was that none of these major market operators had proper access to decision-makers and information from the nation's capital. It was bleak. There was one private supplier with six bosses in different regions of the country, stretching from coast to coast. If that wasn't bad enough, beyond the lack of control, there wasn't enough personnel or equipment to allow for the type of services that were mandated. Furthermore, the process, antiquated at best, was top-heavy with administration and prone to duplication. In a nutshell, a costly, unworkable situation.

The solution was to establish a board of directors with a representative from each TV outlet, which included two from Alberta. A CEO was picked from among the partners. A service centre was set up in Ottawa on a cost-shared basis. It meant all of the things that seemed impossible before soon became a reality. There was less waste, more and better equipment and added staff. Perhaps most importantly, by working together efficiently the partners were able to obtain and deliver an affordable, quality product—securing their destiny and keeping their broadcast licenses in the bargain.

The Alberta government shared services model will be structured in a similar fashion. It will have a board of directors and a chief executive officer. The board, composed of deputy ministers, chaired by the deputy minister of executive council, will take its direction from the government reorganization secretariat. ■

Y 2 K A O K !

When the clock strikes 12, the Y2K bug is not expected to bite thanks to the hard work of a cross-government Y2K team. Each ministry designated a Year 2000 coordinator to lead their Y2K plan and participate on the team, ensuring a coordinated approach to this cross-government issue. The team assisted departments with common tasks such as determining the status of vendor products.

Year 2000 coordinators, along with other dedicated members in each department, began the laborious process of reviewing all systems to determine which ones the Y2K bug affected in 1996.

Once all affected systems were identified, a detailed process began to determine which systems were 'mission critical' or, in other words, vital to the government's operations. Across the government, 160 applications were identified as 'mission critical,' with 300 additional applications and systems also identified as affected by Y2K.

"There was no silver bullet that magically identified Y2K problems. It was up to the people, not a computer, to actually review each program to determine if it would be affected by Y2K," says Robb Stoddard, Government of Alberta Chief Information Officer.

Stoddard also feels that departments should be commended for addressing this issue within existing budgets. "Some hard decisions had to be made, but ultimately departments recognized this as a business issue not just a computer problem," states Stoddard. "It affects all aspects of business, so it had to be addressed as part of normal business operations."

So, how will we know if the Alberta government's Year 2000 activity has met its goals? "Well, it's a strange thing to say," comments Stoddard, "but our success will be if nothing happens. If it's business as usual for the

Alberta government, then our Year 2000 activity was successful."

Over a year ago, the government brought together a group of individuals representing essential service providers such as fire, police and ambulance organizations; power, water and gas companies; and various levels of government, a group now known as Y2K Alberta.

"It became clear very early in the process that our success is closely linked to the success of other organizations," says Dave Noble of Alberta Disaster Services and Chair of Y2K Alberta.

The Y2K Alberta Organization, facilitated by Alberta Municipal Affairs, Disaster Services, has been very successful.

Noble added that "Y2K Alberta has concluded that the possibility of widespread or extended interruptions to essential services in Alberta due to Year 2000 issues is remote."

Alberta Disaster Services will activate the Government Emergency Operations Centre (GEOC) in Edmonton. Information supplied to the GEOC from Emergency Preparedness Canada, Alberta's essential service providers, provincial government departments and municipalities will be compiled into information bulletins. These information

bulletins will then be regularly faxed to key stakeholders and broadcast to Albertans on the Internet and through news releases. This distribution will ensure Albertans have access to current and credible information regarding the transition.

Information about Y2K Alberta members and their Y2K readiness is available on the group's Web site at www.y2kalberta.org.

The Alberta government has also been involved in discussions with its federal, provincial, and territorial counterparts. "Some of our systems share information," points out Stoddard, "and this cooperative approach has assisted all of us in getting the big picture of readiness of the public sector."

As of October 1999, 97 per cent of 'mission critical' systems were Y2K ready, with 100% readiness anticipated before the end of the year. Based on the information shared by the Y2K Alberta committee, minimal disruptions are expected due to Year 2000. However, we must not be complacent. As a precaution, should problems materialize, government departments have developed business continuity plans to address how services will be delivered.

With the New Year, the government is ready for the millennium. Although there are no guarantees for beating the Year 2000 issue, Alberta has been addressing it, in partnership with others, and hopes to operate "business as usual" on January 1, 2000, and beyond. Have a safe and happy New Year! ■



Team Y2K Alberta

The Management Employees Pension Plan:

Three Alberta government managers played reporters for an afternoon when they interviewed three people involved with the governance, investment and administration of the Management Employees Pension Plan (MEPP).

The 'reporters' included Donna Hamar, a manager with Alberta Children's Services who will retire in the Year 2000. Lois Hawkins, an Assistant Deputy Minister with Alberta Learning who has worked with the province for 10 years, joined her. David Bray, a former Edmonton Sun reporter who recently teamed up with Alberta Health and Wellness communications, was unable to attend in person. However, he passed along a series of written questions.

Responding to the managers was Jack Phelps, chair of the MEPP and an Alberta Infrastructure employee. Stan Susinski, now retired from his position as Chief Investment Officer for the Investment Management Division of Alberta Treasury, represented his division. Jill Wlosek, Director of Operations for Alberta Pensions Administration, responded for her organization.

Together they talked about fund investments, pension benefits and retirement in general. In this edition, Connexus presents the final instalment of their discussion.

MEPP

Coordination with CPP

Donna: *As someone who will be talking to APA about how I might best start drawing my pension, I understand there's one window of opportunity to coordinate with the Canada Pension Plan (CPP), and Old Age Security (OAS). As well, I was talking to someone who was under the impression that Alberta Pensions Administration supported coordination. Is this your position or is it based on individual circumstances?*

Jill: We don't give advice; we give information. We're very clear about that.

But we know coordination is a very complex process. Despite its basic simplicity, it's hard to explain. We are developing new communication information to make it clear. But basically, it's a mechanism by which the plan provides members the opportunity to level out their income, before age 65 and after age 65.

Under coordination, we take the value of the CPP and OAS you would receive after age 65 from federal programs, and turn it



A roundtable discussion on the Management Employees Pension Plan

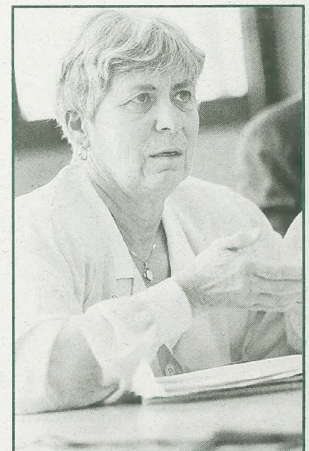
into a different cash flow. We start to pay it to you before age 65. Then we recover it from your pension after age 65.

Take a \$1,000 base monthly pension. If you want to coordinate with CPP and OAS, we'll pay you an additional \$500 a month, from say age 58 to 65, from the value of your CPP and OAS. After you turn age 65, and you begin receiving your actual CPP/OAS payment of \$1,100, we'll reduce your pension payment to \$400 in order to pay back the advance paid before age 65. In total, your monthly payment will still be \$1,500.

It seems when you sit and talk to someone across the table it's relatively simple. But people retire and get used to a \$1,500 payment before age 65. And they think when they turn 65, they're going to get an additional \$1,100 from CPP and OAS. They forget we're going to have to collect back what has already been paid.

Donna: *So how long before retirement do we get an information package from APA?*

Jill: We don't like to put them out too much ahead—about six months before your retirement date. You can ask your employer for a pension estimate any time and we will get the calculations done. But you probably won't want to look at the formal package—where you sign all the forms and do all the declarations—more than three months ahead. In fact, you can't submit the waivers more than 90 days ahead from your effective retirement date because they aren't valid.



Donna Hamar discusses coordination with the Canada Pension Plan.

A Roundtable Discussion **Part 2**



Jill Wlosek talks about the pension appeal process.

...there are benefits to buying back service depending on individual circumstances.

Benefits after death

Donna: *I want to set the record straight, because I had a disagreement with a colleague of mine. What happens to my pension if I'm single and die ... say two years after I retire? I thought my estate would get the portion I paid into the pension, but maybe not the employer's portion. My colleague thought the estate wouldn't receive anything.*

Jill: You're both right. The pension on service earned before 1992 for single members is a single life pension. If you die

after two years as an unmarried member, there are no benefits payable on that service. For service after 1992 for a single member, there is a guaranteed term of 10 years. If you die in two, there's eight more years of pension on that service.

Buying back service

Lois: *I've heard of people buying back pensionable service time. What is the impact? Does it make a difference on your pension? Is it a sensible thing to think about?*

Jill: It depends what your intentions are and what your expectations are. If you're going to put in another 20 years, why buy that service? You're going to work to 60, you're going to put in the 20 years, why buy any more service? You have the 80 points you need for your unreduced entitlement.

However there are benefits to buying back service depending on individual circumstances. For example, you can establish 35 years in the plan. Or if you want all of your retirement income from one source, you should consider the purchase.

Jack: If you were going to buy back service, you should have done it prior to 1992, because it was very cheap back then. It wasn't costed on an actuarial basis.

Jill: That's right, because the way we evaluate the cost is the same way we evaluate the plan's liabilities. It's at full actuarial cost.

Donna: I took the employee funded leave option a few years ago and was in the process of

buying back one year of pension. I paid the first nine months and missed the notice to pay for the remaining three months. By the time I discovered it, my request to buy it back was turned down. I appealed and I'm happy to say I won the appeal. But it took such an awfully long time and even though it was a small amount, I really did lose a lot of sleep over it.

Jill: This is something the board has talked with us about. We try to keep the length of an appeal to a minimum. And although we don't have many of them, we just don't have a large enough administrative structure here to handle it. It requires some very specialized skills. But we need to find the resources because I recognize it takes more time than it really should.

Pension information

Lois: *This session today was very interesting. It's a shame—and I don't think I am unusual—but most of us pay more attention to our medical and dental benefits than we do our pension. We have a general idea of where it's going and we have a lot of confidence in it. And I guess we figure there is lots of time to worry about it later.*

Jill: One of our objectives is to find some ways to create more pension awareness. We need to get people to think about their pension, and about their retirement in general. ■



Lois Hawkins learns about the benefits of buying back service.

...most of us pay more attention to our medical and dental benefits than we do our pension.

Management Employees Pension Plan Information resources

Write: Management Employees Pension Board
3rd Floor
Park Plaza
10611 98 Avenue
Edmonton, AB
T5K 2P7

Phone: (780) 427-2782
In Alberta, toll-free
1-800-661-8198

E-mail or fax:
E-mail: mepp.bd@apa.gov.ab.ca
Fax (780) 427-1621

Surf: www.apaco.ab.ca

Register:
Contact your human resources department for information on pension or retirement seminars.

Innovation Rewarded



At a ceremony in Fredericton, New Brunswick, in September 1999, the Alberta government took one of the three Institute of

Public Administration of Canada (IPAC) innovative awards and one of the four finalist awards for contributing ideas and initiatives that are at the forefront of public sector service renewal.

Silver Award: Alberta Treasury

Alberta Treasury's office of budget and management implemented an accountability framework that facilitates results-oriented, open and accountable government. The cornerstones of this framework are the ministries' and government's three-year business plans that specify the government's goals, outcome-based measures to assess performance, and ministerial commitment to the achievement of planned results. The business plans, financial results, and outcome-based performance measures are released annually so Albertans can hold their government accountable.

and team performance in achieving department and government goals, and is proving to be a catalyst for cultural change in the Alberta public service.

The impetus to change the way managers are rewarded started when the Alberta government identified the need for a new performance pay approach. In July 1997, cabinet gave its approval and mandate to the Personnel Administration Office (PAO) to proceed with a Management Rewards Strategy (MRS), a plan that would see managers rewarded in accordance with their achievements. An inter-departmental team was formed in August 1997 to design what would become a showcase of innovative compensation for public sector managers, the first of its kind in North America. Jurisdictions across Canada have shown interest in the innovations accomplished by the MRS design team.

Recipients were honored at the IPAC regional Christmas function on December 10th at the Coast Edmonton Plaza Hotel. ■



Silver Award: from left to right — Joanne Stidwill, Price Waterhouse Coopers; Richard Goodkey, Alberta Treasury; Kim Devooght, IBM Canada.

Making a mark

What makes government in Alberta different?

Both the political and bureaucratic culture have changed in the past five years, says Richard Goodkey, group leader for performance measures in Alberta Treasury's office of budget and management.

"Now, every ministry is responsible to produce its own annual report, including its own public accounts," Goodkey says. "The ministries are like members of a corporate conglomerate. They are responsible for their affairs in a way they never were before."

In June of this year, for the first time, the Alberta government published an annual report containing both the fiscal 1999 public accounts and a section called "Measuring Up", in which the performances of the various ministries were reviewed based on pre-established goals and key performance measures.

The results were mixed, and some performance measures, such as high teen pregnancy rates, promoted negative media coverage.

"That's good," Goodkey says. "What we are doing is being open and transparent. These reports do not give solutions to problems, but permit us to start talking about an issue with the facts in front of us."

On the positive side, Alberta has just eliminated its net debt, becoming the only province in Canada with more assets than liabilities. Since 1994, it has had an annual budget surplus. This is a big turnaround, considering that in 1993 the provincial government had a deficit of \$3.4 billion, its eighth consecutive deficit. ■

Finalist Award: Alberta Personnel Administration Office — compensation design team senior officials' and managers' compensation project.

In April 1998, a new compensation strategy was introduced for senior officials and managers in the Alberta public service. The strategy rewards both individual

Public participation recognized

The Government of Alberta has been recognized for its many years of achievement in the practice of public participation.

At a conference in Banff last month, the International Association of Public Participation (IAP2) presented its Vision award for the first time. It was "bestowed on the Government of Alberta for its outstanding contributions to the field of public participation through its unwavering vision, and support to the 1999 conference and workshops on public participation." In presenting

the award, Lewis Michaelson, IAP2's incoming president, said "If we were giving this award to a person instead of an organization, we would be calling this the Lifetime Achievement Award."

The conference was planned and hosted by IAP2's Alberta chapter supported by the Government of Alberta, particularly the Public Affairs Bureau. Support came in the form of money and people – sponsorship dollars and volunteers. Nearly one-third of the volunteers were Bureau staff, including the conference planning chair and the conference administrator, as well as the chairs of two of the five working committees.

The government has a long and successful history of public consultation through its groundbreaking Energy Resources

Conservation Board (now the Alberta Energy and Utilities Board), and through Canada's first environment department, formed in 1971. When Ralph Klein was elected Premier in 1993, the emphasis on consultation increased. The entire policy-making structure was modified to ensure citizens had opportunities for input before policies were set. Since then, ensuring public participation as a part of decision-making has been a cornerstone of government operations.

In 1998, more than 30,000 Albertans attended nearly 1,200 meetings, hearings and workshops. More than 116,000 submissions were made and nearly 770,000 people used government information lines to participate in decision-making processes and provide their views on issues.

IAP2 is an international organization dedicated to better decision-making through public involvement. The 1999 conference is the second IAP2 conference organized by Albertans.

Paula Tyler, Deputy Minister of Children's Services, accepted IAP2's Organization of the Year award on behalf of the ministry. The award recognizes the Ministry of Children's Services' five-year process of involving communities throughout Alberta in the development of support services for children and families. The work resulted in the creation of a new community-based delivery system that includes 18 Child and Family Services Authorities.

IAP2's next conference will be held in Washington, D.C. in May 2000. ■

Leaders Celebrate Alberta Roots...

"Individuals and leaders in the information and communications technology sector have told us they can't believe a government is doing something like this. We are truly breaking new ground by consulting with some of the best people in the world, and showing a serious commitment to ensuring Albertans will prosper in the new millennium."

That's what the Premier had to say recently about some of the world's most influential technology leaders and decision-makers who are returning to their Alberta roots to help the province become a global leader in the information and communications technology (ICT) field.

As chair of the Premier's External Advisory Committee on ICT, Ralph Klein is "extremely pleased these individuals are

proud of their Alberta roots and are lending their valuable time and considerable talents to ensure Alberta is successful in this area."

The committee will meet up to twice a year, and will provide advice on research, training, policies and global trends to the Premier, and the private-public sector committees working on the ICT Strategy. ■

Who are these people?

- Dr. James Gosling, Senior Vice-President of Sun Microsystems (Woodside, California), co-founder of Java, and a former Calgarian
- Mr. John Roth, President and CEO of Nortel Networks (Brampton, Ontario), originally from Lethbridge
- Mr. Fares Salloum, Senior Vice-President, International Operations for GTE Service Corporation (Irving, Texas),

- and an alumni of the University of Alberta
- Dr. Jozef Straus, President and CEO of JDS Uniphase (Nepean, Ontario), and an alumni of the University of Alberta
- Dr. Richard Taylor, Nobel Laureate in Physics, and Professor at Stanford University (Stanford, California), originally from the Medicine Hat area.

APS Boosts United Way

The United Way provincial campaign has continued along at full speed, bringing the dollars raised to near the \$613,000 mark – which means Alberta's public service, as of our print deadline, was on target to reach 100 per cent of its goal. The annual wind up was an excellent opportunity to celebrate campaign progress to date and several departments are continuing to show their support through ongoing events. With these opportunities available, it's possible to raise the fundraising bar even higher yet!

This year, with the government reorganization, all employees have been challenged to overcome a lot of change, while continuing to provide quality services to Albertans. With these challenges, it's not an easy feat to support the needs of more than 120 organizations that benefit from United Way. Still, through the success of events like the campaign kick off, the enthusiasm, energy and willingness to participate have been very clear.

Many departments distinguished themselves by raising the standard of performance in a number of significant areas. Here are some examples:

• **Departments that increased the highest number of staff who participated in fundraising, compared to 1998:**

Human Resources and
Employment 61.8% ▲
Community Development 17.1% ▲
Economic Development 14.8% ▲

• **Leaders are people who contribute \$750 or more. Departments that accomplished the highest increase in leadership donors:**

International and Intergovernmental Relations 200% ▲
Economic Development 100% ▲
Securities Commission 100% ▲

• **Departments that increased their total donations by the highest percentage:**

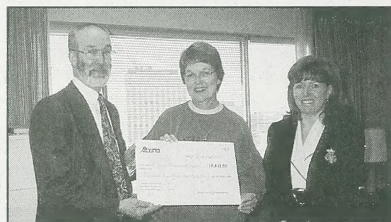
Chief Electoral Office 57.5% ▲
Gaming 41.8% ▲

• **Departments that recorded the highest staff participation rate across government:**

Personnel Administration Office recorded 90.5% ▲
Chief Electoral Office 85.7% ▲

• **Departments that generated the most funds through special events:**

Environment \$15,000 ▲
Public Works finished with about \$13,000 ▲
Gaming \$12,084 ▲



Public Service Commissioner Jim Dixon presents United Way Campaign Division Manager Janice Carlson a cheque for the 1999 campaign. Jacquie McKenna-Killick who coordinated PAO's effort was on hand.

Congratulations to all departments for your dedication and hard work!

In addition to the achievements of each department in the leadership category, the number of leadership givers from across government also increased from previous campaigns. Thirteen potential leadership givers were identified and seven responded to a targeted appeal.

Alberta's public service has certainly developed a long-standing tradition of leadership and support for United Way and its member organizations. The challenge this year was to raise the standard even higher for the Year 2000. Speaking on behalf of the Government of Alberta's public service at the campaign wind up, Paula Tyler, Deputy Minister for Children's Services, emphasized the impact this campaign had on the province. "Recognizing the many accomplishments of 1999," concluded Tyler, "I personally thank all employees for making the last provincial employees campaign of the millennium a success!"

KEYNOTES

There were a lot of highlights at this year's Building our Future conference. Main speaker, Personnel Administration Office Minister Clint Dunford, spoke volumes.

On Alberta...

"... it's due in good part to your efforts why our province is the envy of the country."

On building our future...

"One of the four cross-government priorities again this year, and really the reason that brings us here today, is our Corporate Human Resource Development Strategy ... By falling under one umbrella, the initiatives within the strategy are well positioned to support you and our organization by making all of us more adaptable to the continuing changes around us ... The strategy is important for you as a manager, it's important to your role in developing staff, and it's crucial to the strength of the Alberta public service."

UPCOMING

Premier's Award of Excellence

The deadline for submissions is January 28, 2000. For further information, please call Nancy Monaghan at (780) 420-4424.

To change your mailing label address, please correct and return it to the payroll area of your department's human resources office for update in the IMAGIS database.

EXECUTIVE MOVES

As part of the corporate human resource strategy to foster executive mobility within and across government to meet changing needs, eight executives have been reassigned new responsibilities:

• **Hugh Tadman**—Assistant Deputy Minister, Community & Citizenship, Community Development
• **Roy Bricker**—Assistant Deputy Minister, Corporate Strategic Services, Government Services
• **Dennis Gartner**—Assistant Deputy Minister, Public Safety & Privacy Services, Municipal Affairs

• **Barry Mehr**—Assistant Deputy Minister, Trade & Investment, Economic Development
• **Murray Finnerty**—Assistant Deputy Minister, Accountability & Best Practices, Children's Services
• **Robert Bhatia**—Assistant Deputy Provincial Treasurer-Revenue, Treasury
• **David Smith**—Assistant Deputy Provincial Treasurer-Treasury Operations, Treasury
• **John Donner**—Assistant Deputy Minister, Climate Change, Environment.

In making the announcement, Julian Nowicki noted the moves are in keeping with our desire to have a well rounded, capable public service which speaks to the versatility of our executive management group.